

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

### A. GENERAL INFORMATION

1. Date

February 23, 2023

2. Department

California Correctional Health Care Services (CCHCS)

3. Organizational Placement (Division/Branch/Office Name)

Mental Health Clinical Program (MHCP)

4. CEA Position Title

Institution Chief of Mental Health (California City Correctional Facility)

5. Summary of proposed position description and how it relates to the program's mission or purpose.  
(2-3 sentences)

The Institution Chief of Mental Health is the highest-ranking mental health professional within a California Department of Corrections and Rehabilitation (CDCR) adult institution. The Institution Chief of Mental Health assumes comprehensive 24-hour and 7-day (24/7) accountability for the operations and delivery of mental health care services throughout a CDCR adult institution.

CCHCS proposes to allocate the above position to the CEA category. This CEA Position Request Form will serve in establishing the allocation. The incumbent will be responsible for providing leadership over the MHCP and operations to support a safe, effective, timely, and efficient patient centered care.

6. Reports to: (Class Title/Level)

Institution Chief Executive Officer (CEO)

7. Relationship with Department Director (Select one)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain): The Institution Chief of Mental Health will recommend and/or advise on policy for the operations and delivery of all inmate patient care and will also have responsibility to ensure the implementation of policy within the institution.

8. Organizational Level (Select one)

- ☐ 1st ☐ 2nd ☐ 3rd ☐ 4th ☒ 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

### 9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Institution CEO and the clinical guidance and direction of the Regional Mental Health Executive (RMHE), the Institution Chief of Mental Health is the highest ranking clinical leader within a CDCR adult institution. The Institution Chief of Mental Health has comprehensive 24/7 accountability for the operations and delivery of all mental health patient care services throughout the individual CDCR adult institution. The Institution Chief of Mental Health is the principal policy advisor over the psychiatry and psychology programs within the MHCP and is responsible for the day-to-day policy formation, interpretation, and implementation at the CDCR adult institution. The Institution Chief of Mental Health has an ongoing responsibility for the protection and safeguarding of public and property; and the control or supervision of patients, or regular and substantial contact with patients.

The Institution Chief of Mental Health ensures local policies and procedures are consistent with statewide MHCP policies, leads MHCP management team in developing local policies and procedures; works with local and headquarters (HQ) MHCP management teams to identify and resolve gaps between policy expectation feasibility and local procedure implementation. Assists in planning, developing, and implementing the psychiatry and psychology policies and strategies to achieve institutional compliance with the Coleman court order and works to improve access to and quality of mental health services to inmate patients. Communicates to executive leadership on critical program and policy issues at the institution level and assists in a position resolution of the issues.

The Institution Chief of Mental Health develops and maintains an on-going program to deliver, monitor, evaluate, and improve the quality and appropriateness of all psychological patient care in the institution. Assists with the development of mental health patient care policies, procedures, and protocols to standardize and promote effective mental health care delivery and to achieve and maintain compliance with mandated litigation, address local operational issues impacting mental health care and contract administration and other local and statewide regulatory agencies. Ensures compliance with all federal, State and county regulations, laws, and policies and procedures essential in the management of a licensed facility (i.e., Title 22). Identifies problems and implements solutions for operational and organizational issues pertaining to psychiatric and psychological mental health patient care. Directs quality improvement teams and ensures that patient care audits are conducted on an on-going basis, including the development and implementation of corrective actions plans.

The Institution Chief of Mental Health participates in the assessment and monitoring of productivity, workload, administrative and support systems, and internal reporting relationships as directed, identifies and makes recommendations for improvement, and assists in the implementation of changes. Assists with the formulation of operational and capital budgets and makes decisions or effectively recommends a course of action with regards to management of the institution's MHCP budget. Other duties deemed necessary to operate the CCHCS.

The Institution Chief of Mental Health promotes public relations with community health care providers. In coordination with the CEO, reviews, approves, and coordinates the transfer of patients between institutions and to outside mental health facilities to ensure appropriateness and effective utilization of mental health care beds within an institution.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description:	<p>CCHCS provides health care services to California's inmate patient population at all the CDCR adult institutions.</p> <p>The Institution Chief of Mental Health has a significant role in the effective management of CCHCS' critical need to ensure continuity of adequate mental health service delivery to the inmate patient population at the CDCR adult institutions. The Institution Chief of Mental Health is directly related to the MHCP's primary mission to provide ethical, professional and effective mental health care services for individuals incarcerated within the CDCR adult institutions. This position plays a key leadership role in achieving the goal of the Department's Strategic Plan to "Deliver a Value-Driven Integrated Health Care System" and on achieving the CCHCS Mental Health Care Mission.</p> <p>Without the leadership of the Institution Chief of Mental Health, the effective management of CCHCS will continue to be unwieldy. Strategic planning and implementation of proactive, innovative, and sustainable solutions to operational and procedural issues will still continue as before, but at the risk of becoming disorganized, uncoordinated, and crises driven. The possible consequences of such a scenario are multi-faceted. The most prevalent is the failure of CDCR and CCHCS to comply with the federal court mandate to develop and implement a health care system that delivers constitutionally-adequate mental health service to CDCR inmate patients. The second is the likelihood of further litigation stemming from substandard treatment of inmate patients causing more excessive spending of California tax funds.</p>
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**B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Currently, the work is being performed by the Regional Mental Health Administrator and other MHCP executives. It is imperative to appoint an Institution Chief of Mental Health to directly oversee the mental health clinical program within each institution. Once the Institution Chief of Mental Health is established, the Regional Mental Health Administrator and other MHCP executives will remain to provide policy directions in their respective program areas.

As CCHCS prepares to transition out of receivership and back to the State it is imperative to establish a sustainable health care organization capable of providing constitutional care to the CDCR patient population. The Department would like to consolidate all executive level classifications into one CEA classification. Apart from the CEA positions, the Department has Comma CEAs and Receiver's Career Executive Assignment (RCEA) classifications. Establishing a CEA position will align CCHCS/CDCR to operate as other health care organizations.

As CCHCS transitions out of the receivership, we must integrate the mental health requirements into our overall health care program. Based on the Coleman court order, it was determined that CDCR was not providing adequate care to patients with serious mental health disorders, which was in violation of the Eighth Amendment. As a result, the court ordered statewide policies and procedures to be developed to ensure constitutional levels of care was provided to all mental health inmate patients, which included the establishment of mental health services, proper screening, competent staff in sufficient numbers, timely access to appropriate levels of care, and an adequate medical records system.

In an effort for CCHCS to provide consistency amongst the executive level classifications across all healthcare disciplines and provide a strong leadership over the mental health clinical program, it is sustainable for the Institution Chief of Mental Health classification to be designated as a CEA position.

### C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Institution Chief of Mental Health has a major role in the policy development and implementation that supports the overall psychiatric and psychological service operations statewide.

The Institution Chief of Mental Health performs a broad scope of duties (e.g., psychiatry/psychology policy development, psychiatry/psychology policy and program implementation, training development) to ensure the provisions of mental health services are compatible with community standards, legal mandates, and CDCR's strategic goals. Incumbents in this classification will be responsible for developing and implementing policies, training, quality assurance and program performance oversight, accreditation and standardization oversight, and program support.

The Institution Chief of Mental Health will provide psychiatric and psychological program policy direction and recommendations to implement, standardize, and improve mental health care operations in accordance with the mandates of the Mental Health Services Delivery System (MHSDS), advise executive management regarding opportunities to reduce barriers that obstruct effective implementation of the MHSDS, determine MHSDS' priorities, policies and programs, identify resources to address the training and educational deficiencies, provide critical subject matter expertise in the field of psychiatric and psychological health care services as it applies to strategic planning and project management and develop implementation plans to reflect the goals and objectives outlined in the Strategic Plan.

The Institution Chief of Mental Health will provide vital input into psychiatric and psychological service policies and program decisions, assist in implementation of strategic goals and objectives of MHSDS in the field and direct various mental health staff in clinical and clinical support areas, assist in planning, developing, and implementing the annual MHSDS Strategic Plan, assist to achieve statewide compliance with the Court Order of the Coleman litigation and improve access to, and the quality of, mental health care to inmate patients.

The Institution Chief of Mental Health will play a principal role in identifying psychiatric and psychological program priorities, policies, and procedural and institutional protocol issues, advises executive leadership on critical program and policy issues in the field and assist in the development of new or modifications of policies and procedures.

At a local-level policy making process within each individual institution, the Institution Chief of Mental Health will provide critical subject matter expertise in the psychiatric and psychological health care services and as it applies to strategic planning and project management, assisting clinical staff and division executives in setting program and policy priorities, developing implementation plans that take into account the realities and limitations of field operations, and allocating resources to achieve the goals and objectives outlined in the Strategic Plan.

### **C. ROLE IN POLICY INFLUENCE (continued)**

#### **13. What is the CEA position's scope and nature of decision-making authority?**

The Institution Chief of Mental Health has a major role in the development, implementation, and evaluation of the Department's psychiatric and psychological inpatient and quality management operation policies and program direction pertaining to the Department's overall mission, including responsibility to evaluate, advise, and provide assistance to the RMHE.

Under the direct supervision of the Institution CEO and receiving clinical guidance and direction from the RMHE, the Institution Chief of Mental Health is the highest ranking psychiatry and psychology health manager within a CDCR adult institution and has the primary responsibility of assuming comprehensive 24/7 accountability for the operations and delivery of the psychiatric and psychological health services to all inmate patients throughout a CDCR adult institution. The Institution Chief of Mental Health directs all provider activity within the institution and ensures compassionate, safe, effective, timely, efficient, and equitable patient-centered care in conjunction with other health care discipline managers, and in coordination with custody. The Institution Chief of Mental Health develops and maintains a competent provider team to deliver evidence based, patient-centered care as well as develops and implements clear performance expectations.

The Institution Chief of Mental Health will function as a top administrative advisor to executive management on issues relating to providing clinical structure, training and guidance on mental health care services deliverance to inmate patients at CDCR adult institutions and ensuring quality management.

The Institution Chief of Mental Health will be responsible for oversight of field operations, Coleman compliance, and implementation of all aspects of the MHSDS within the field.

The Institution Chief of Mental Health will maintain routine contact with the Executive Office, Chief Executive Officers, Deputy Director - Statewide MHP, DHCS/HQ, committee members, Coleman monitors, Plaintiff's counsel, and CDCR entities such as the Legislative Analyst Office.

The position is highly sensitive and potentially controversial and requires an incumbent with a high level of tact and diplomacy to develop, support, and stand by their decision-making to develop support for the Department's initiatives from the public, legislators, advocacy groups, control agencies, and the various federal courts.

#### **14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

Both. The Institution Chief of Mental Health will be responsible for the development, interpretation, and implementation of new policies, as well as revising, interpreting, and implementing existing policies based on current trends in the health care delivery system.

The Institution Chief of Mental Health will assist with the development of psychiatric and psychological inmate patient care policies, procedures, and protocols to standardize and promote effective mental health service delivery and to achieve and maintain compliance with mandated litigation, address local operational issues, impacting health care contract administration and other local and statewide regulatory agencies, ensure compliance with all federal, state and county regulations, laws and policies and procedures essential in the management of a licensed facility (i.e., Title 22), identify problems and implements solutions for operational and organizational issues pertaining to mental health patient care and have primary responsibility of implementing these policies within a CDCR adult institution.